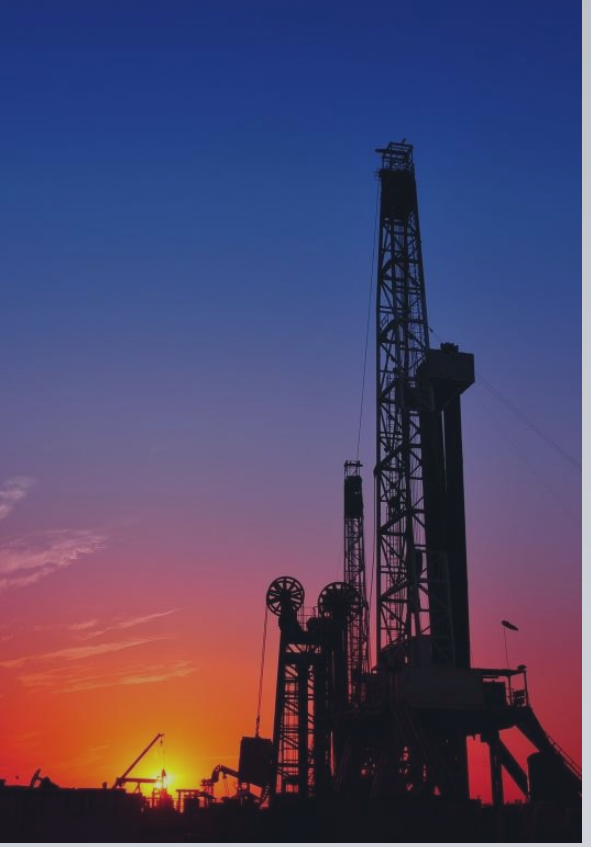






BofAML GLOBAL AG & CHEMICALS CONFERENCE

February 2019

Raviv Zoller, President & CEO







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Included in this presentation are certain non-GAAP financial measures, such as sales excluding divested businesses, adjusted operating income, adjusted operating income excluding divested businesses, adjusted EBITDA excluding divested businesses, adjusted net income excluding divested businesses, adjusted EPS excluding divested businesses and free cash flow, designed to complement the financial information presented in accordance with GAAP because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to, and not superior to, financial measures provided in accordance with GAAP. Please refer to our Annual Report on Form 20-F for the year ended December 31, 2018 filed with TASE and the SEC for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

ICL- AT A GLANCE

$5.6B

Sales in 2018, with balanced product portfolio

49

Manufacturing plants in 15 countries worldwide

~11,000

Employees worldwide, 4,500 in Israel

TOP 3

Leading supplier across most business lines and target markets

$7.1B

Market Cap as of Feb 15, 2018
Traded on TASE since 1992
Traded on NYSE since 2014

>3%

Industry leading dividend yield

BBB-

Investment grade rating & stable outlook. Net debt to EBITDA reduced from 2.9 in 2017 to 1.9 in 2018

#2

Second largest public Israeli company in terms of sales

LEADING GLOBAL COMPANY



* Percentage of sales by main geographical areas, 2017

ICL – STRATEGIC ADVANTAGES

UNIQUE ASSETS

Low cost evaporation process at the Dead Sea with the **highest mineral concentration globally.** Only producer of polysulphate worldwide

STRATEGIC LOCATIONS

provide competitive logistic advantage through **proximity to ports & customers**

KNOW-HOW

of chemistry, agronomy, synergy utilization and customer requirements **accumulated over decades**

STARTUP NATION

Access to the globally leading high-tech and agri-tech eco-system in Israel driving **innovation**

DNA OF LEADERSHIP

#1

Globally in bromine

#3

Most competitive globally in potash

#1

Globally in specialty phosphates

#1

Globally in phosphorus based flame retardants

#1

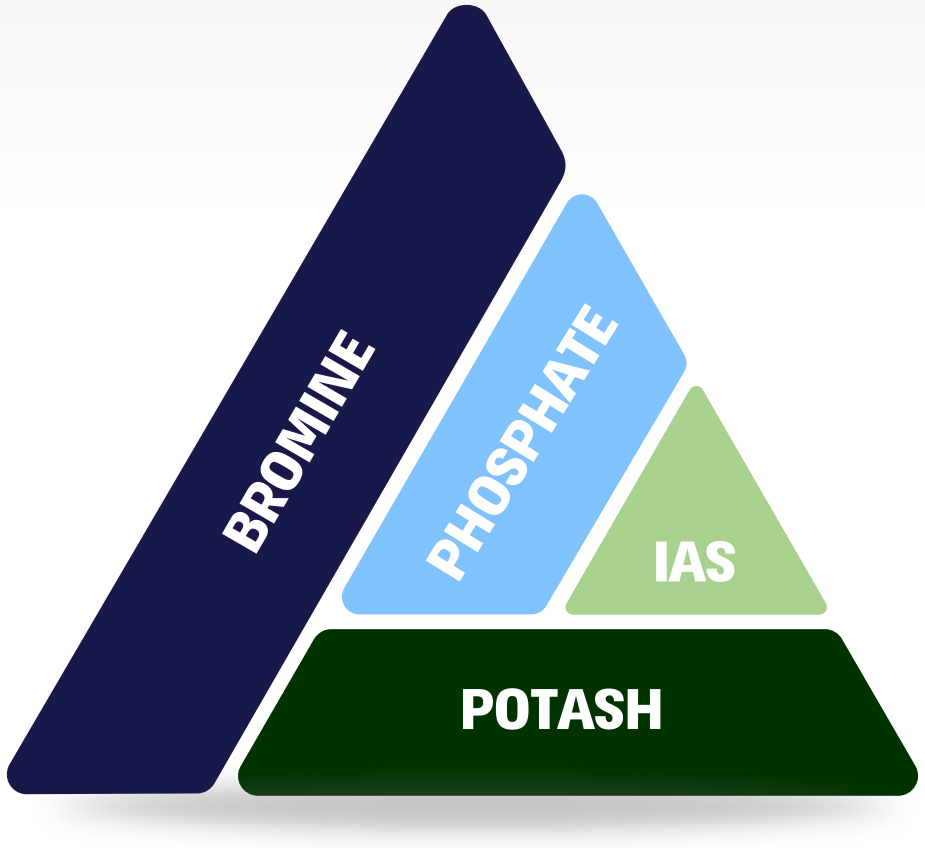
In western Europe in compound PK fertilizers

#1

Globally in soluble phosphate based fertilizers

LEADERSHIP STRATEGY

PRESENT

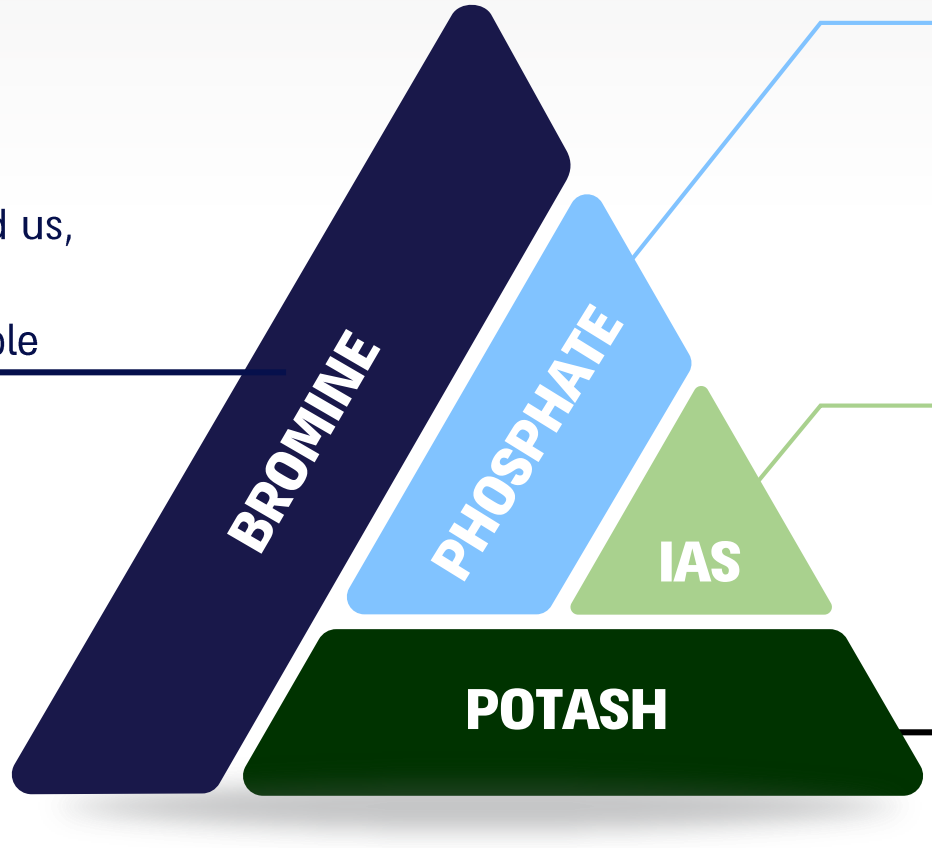


LEADERSHIP STRATEGY

PRESENT

Industrial Products division

ICL's bromine solutions are all around us, making consumer goods safer and production more efficient & sustainable



Phosphate Solutions division

ICL provides **essential ingredients** for various industrial and food applications

IAS - Innovative Ag Solutions division

ICL specialty fertilizers provide growers with optimal plant nutrition solutions

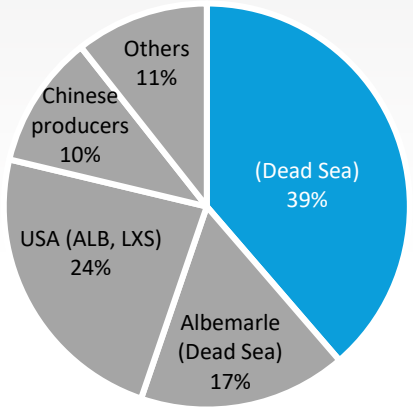
Potash division

ICL potash helps farmers increase yields and feed the world

ICL BUSINESS LEADERSHIP

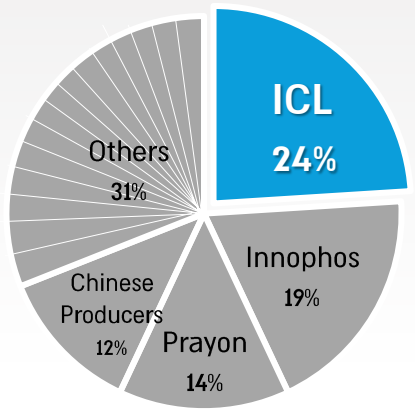
Global leadership
In Bromine

Global Bromine Production Capacity[1]

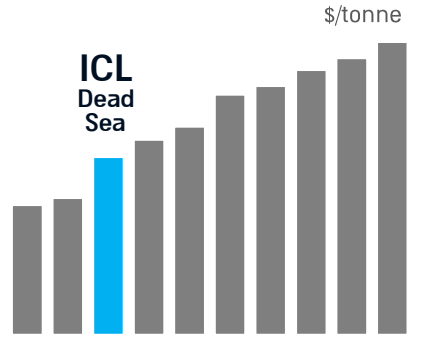


Global leadership
In Specialty
Phosphates

Market Share – Specialty Phosphates –
Europe, NA, and LatAm[1]



Potash Business Costs by Site
and by Company[2]



Among the top 3
most competitive
potash producers

1 ICL's estimates 2018
2 CRU 2016

ORGANIZATIONAL STRUCTURE ALIGNED WITH STRATEGY

Phosphate Solutions division[1]

A leading provider of value added solutions for the industrial, food and agriculture end markets

$2.1B	3%	8%	10%
2018 SALES[2]	YoY Growth (overall)	YoY Growth (specialty)	OP. Margin (overall)

IAS - Innovative Ag Solutions division[1]

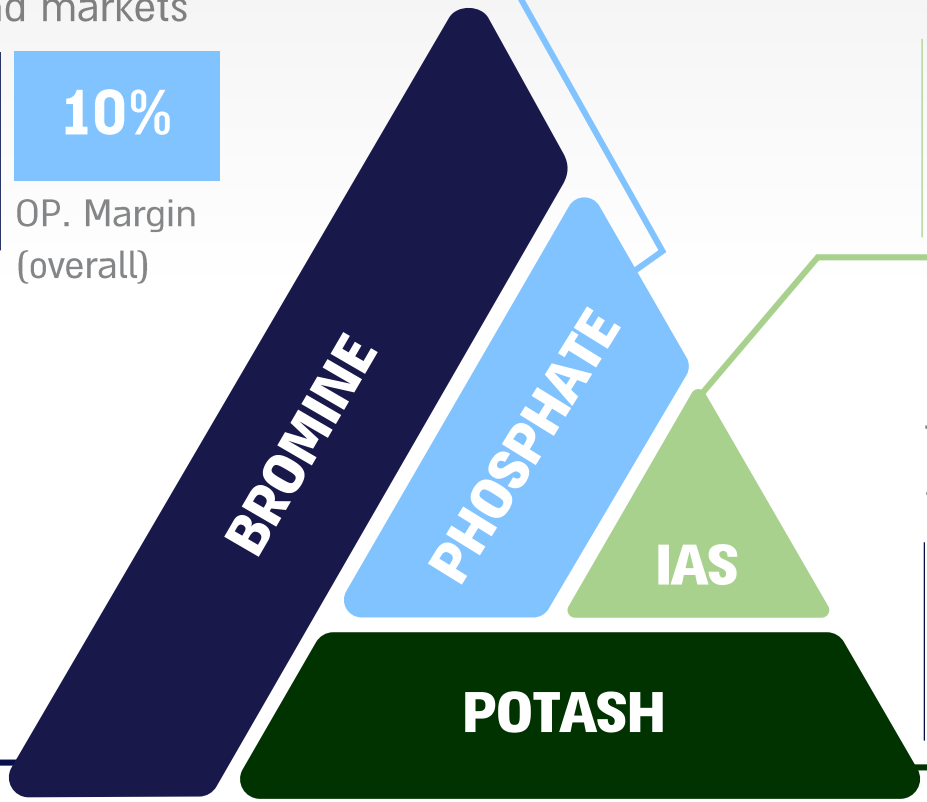
Creating leadership in advanced crop nutrition and agri-centric solutions

$0.74B	7%	8%
2018 SALES	YoY Growth	OP. Margin

Industrial Products division[1]

The global bromine market leader

$1.3B	9%	27%
2018 SALES	YoY Growth	OP. Margin



Potash division[1]

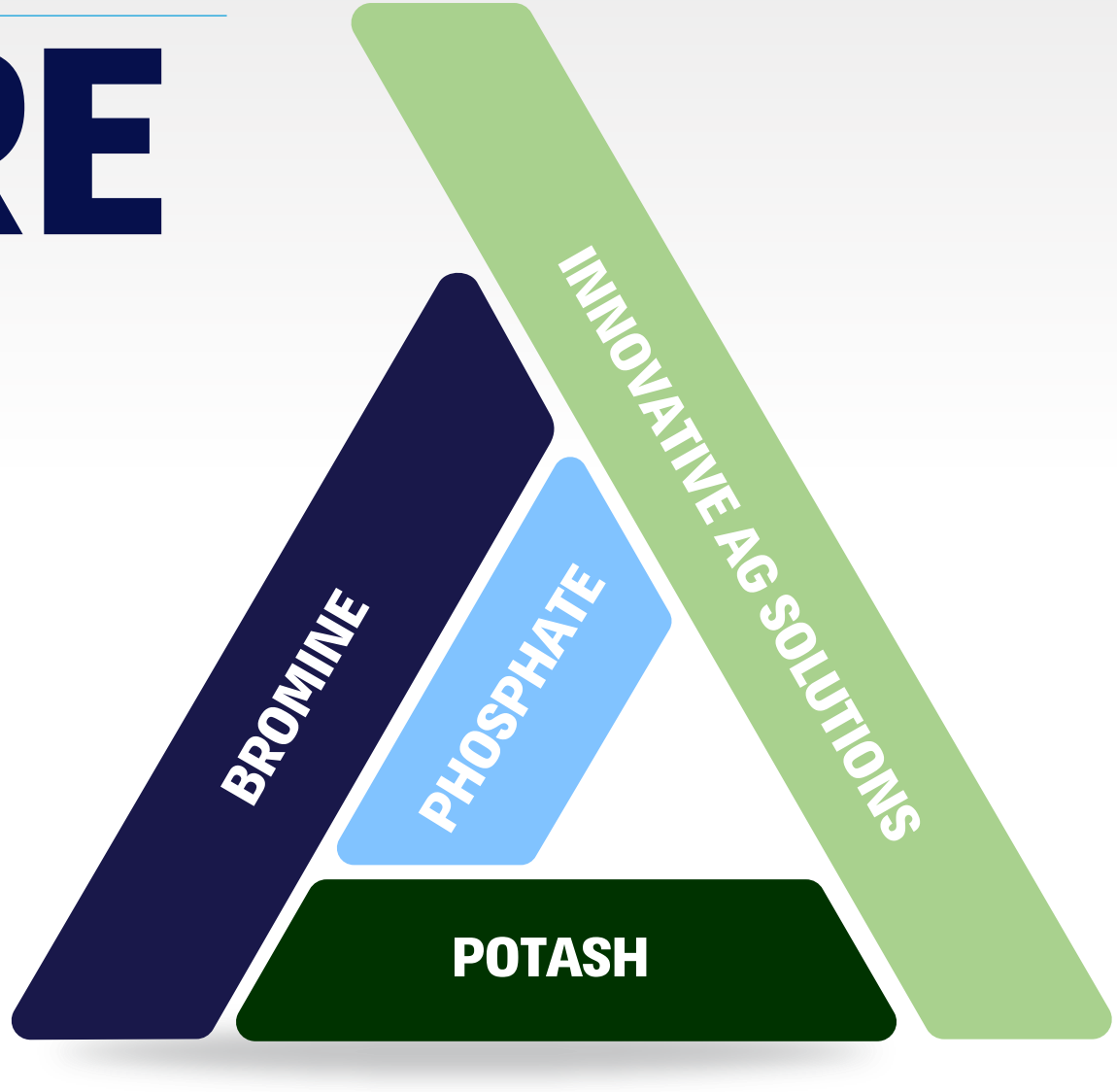
Top-3 most competitive in each of our target markets

$1.6B	17%	24%
2018 SALES	YoY Growth	OP. Margin

1 including inter-division sales, excluding G&A, unallocated expenses
2 Phosphate Solutions division sales after setoffs of intra-division sales and profit, and excluding divested businesses
Sales numbers are rounded to the nearest $10M

LEADERSHIP STRATEGY

FUTURE

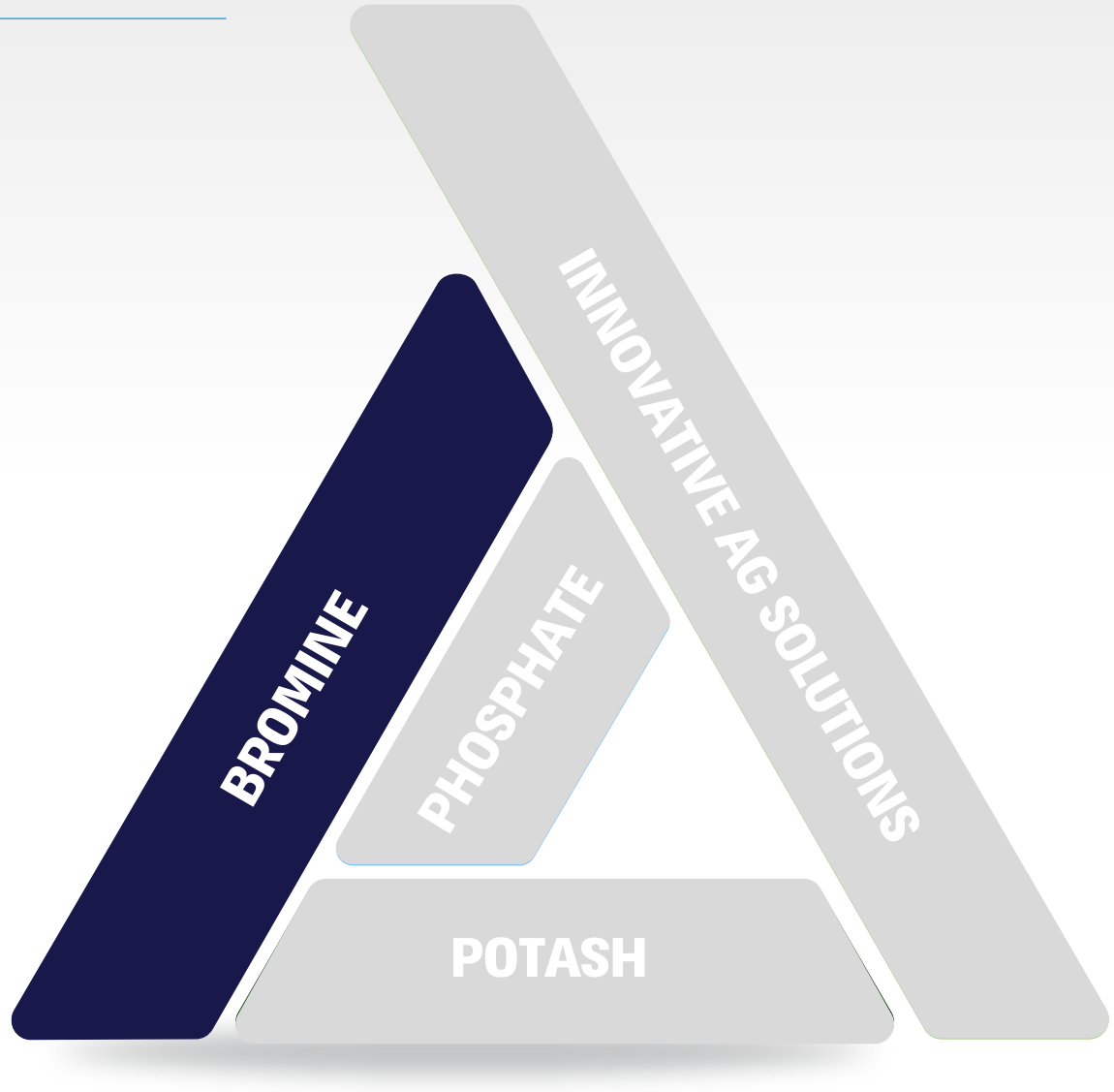


Industrial Products

Anat Tal

President ICL Industrial Products Division

LEADERSHIP STRATEGY



Industrial Products in a Snapshot

- $1.3B sales, $350M segment profit[1]
- 11 manufacturing sites WW
- ~1,620 employees
- 3 R&D centers

(1) Excluding G&A expenses

Industrial Products Geographical Sales Distribution



27%



34%

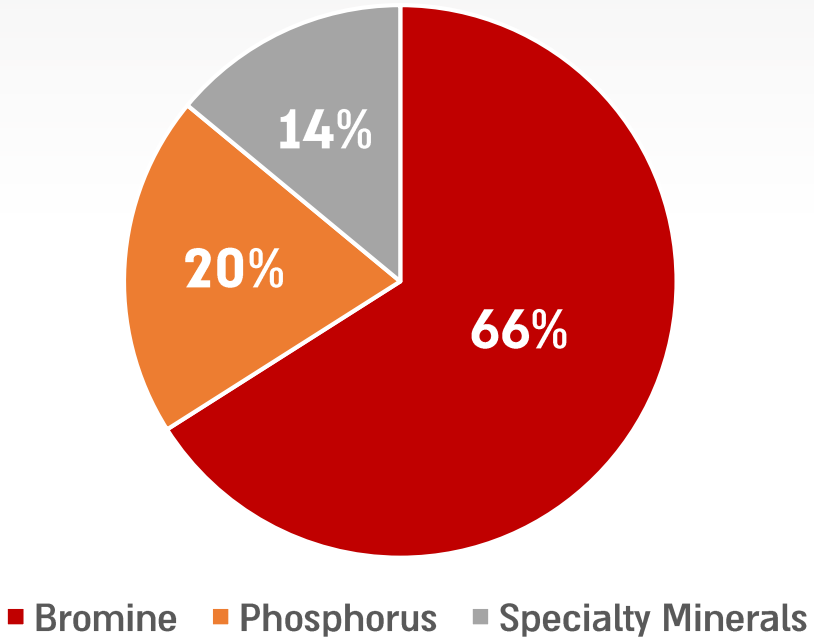


31%

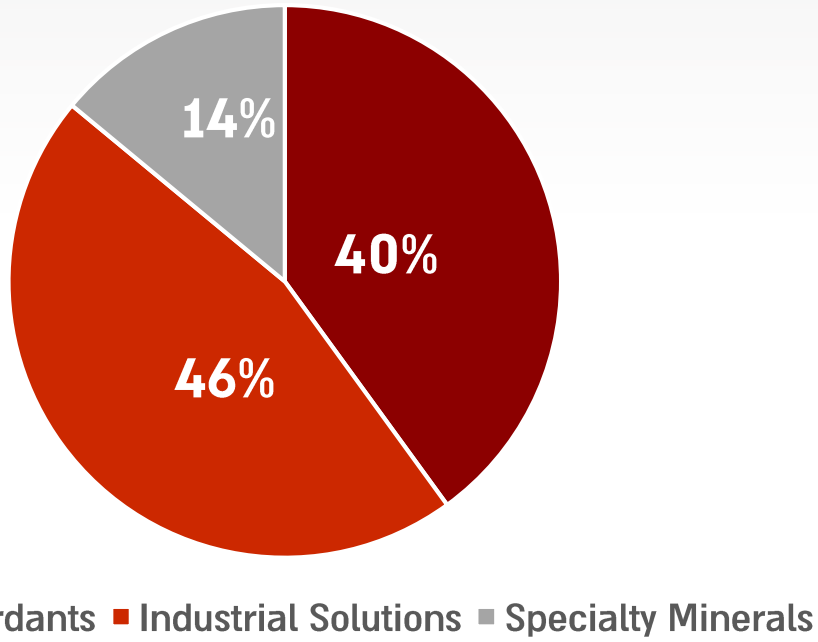
Percentage of 2018 sales

Industrial Products Sales Distribution

By Minerals

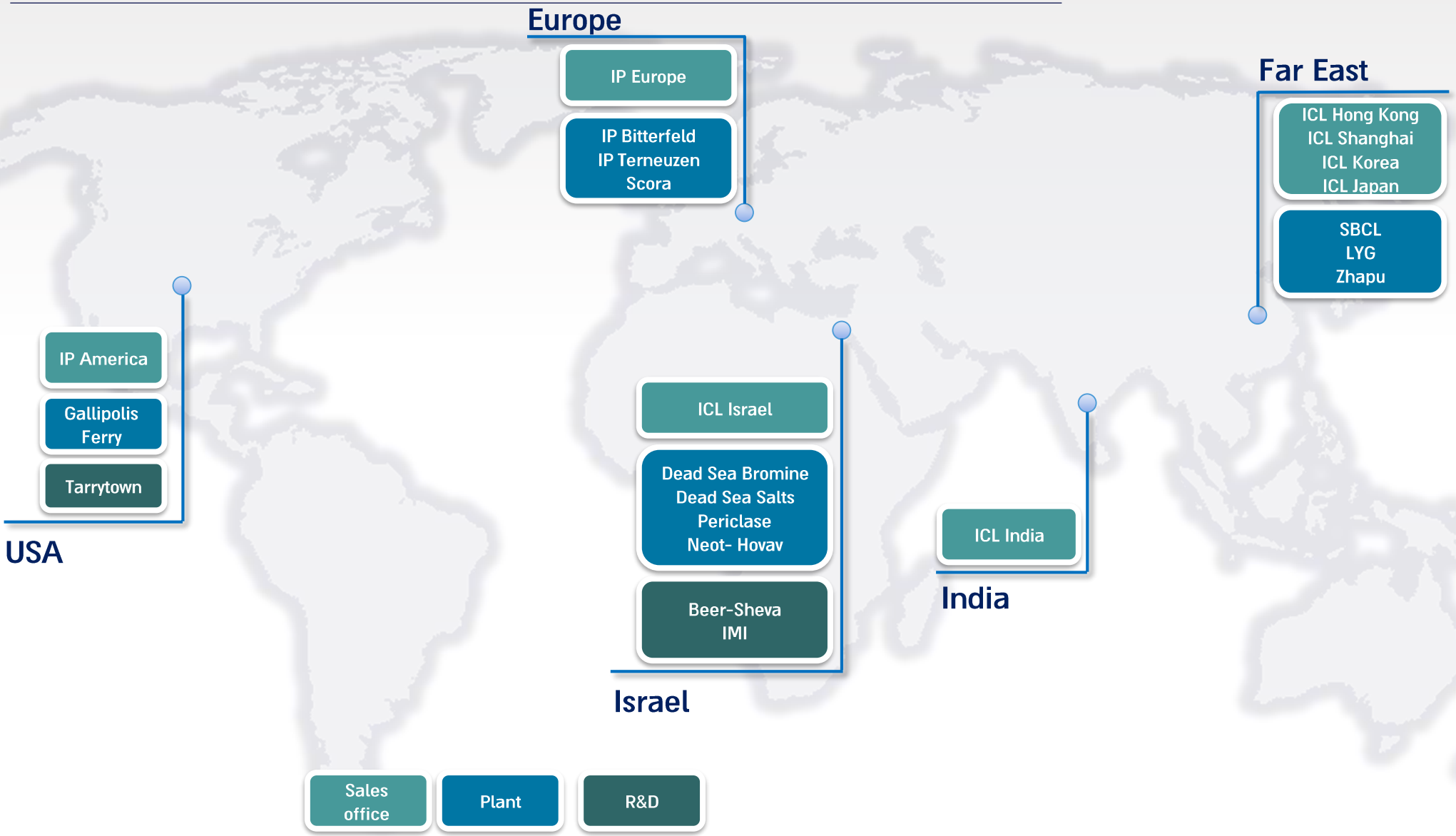


By Business



Percentage of 2018 sales

Industrial Products Global Footprint



Industrial Products Supply Chain



Produced

35 $3d^{10}4s^2 4p^5$
Br
Bromine
79.904



Bromine compounds plants:
Israel
Netherlands
China

MgCl
Salts
KCl

Specialty Minerals plants:
Israel
France*

Customers

Purchased(1)

15 $3s^2 3p^3$
P
Phosphorus
30.974

(P4)

Phosphorus compounds plants:
Germany
USA

(1) RM sourced from 3rd parties

Industrial Products Global Trends & Major End-Markets

Enabling a variety of industries to enjoy safer products as well as more efficient and sustainable production

Standard of living

Population

Regulation & environmental awareness



ENERGY



ELECTRONICS



AUTOMOTIVE



BIOCIDES



PHARMA & NUTRACEUTICAL



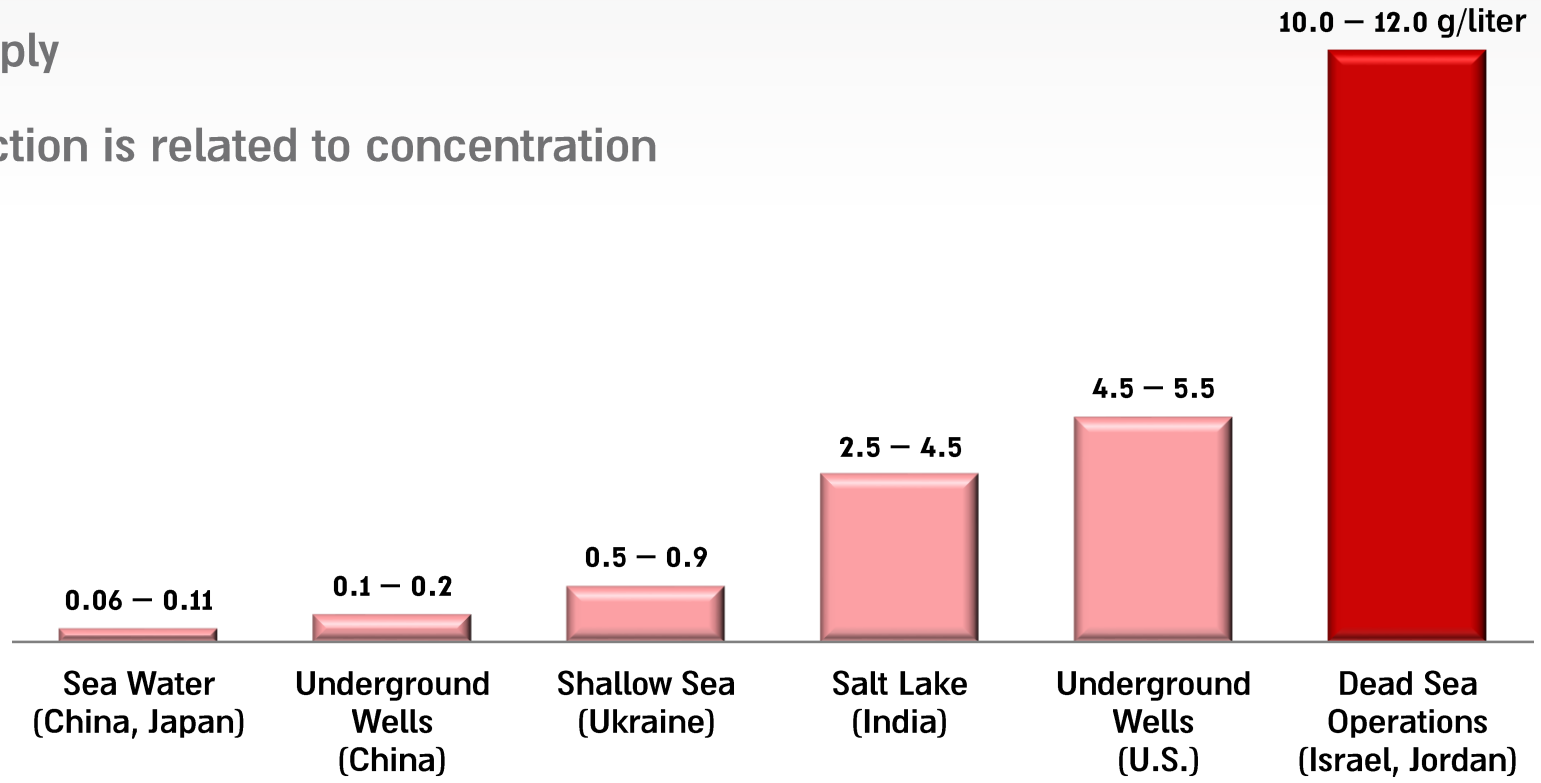
CONSTRUCTION



AGRICULTURE

Industrial Products Leading the Global Bromine Market

- The Dead Sea provides the highest concentration of Bromine
- Abundant supply
- Cost of production is related to concentration

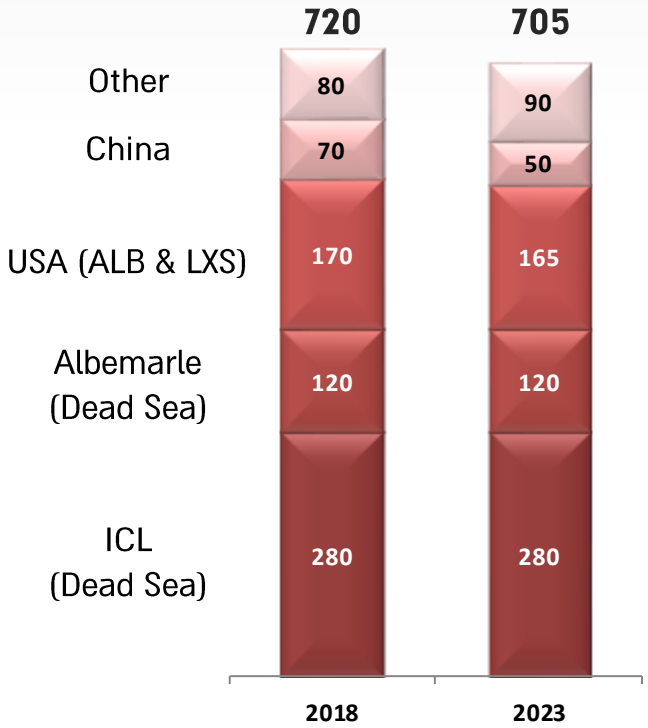


Source: ICL estimates, MarketsandMarkets

Industrial Products Leading the Global Bromine Market

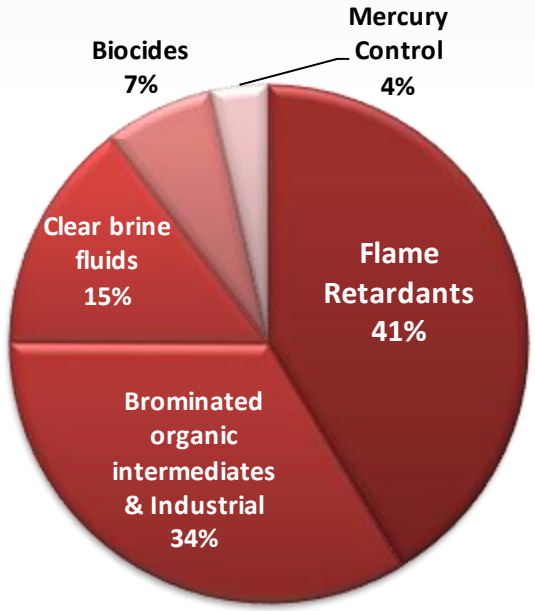
ICL-IP holds the largest bromine capacity

Global bromine capacity by producer (KMT)



Bromine demand by industry

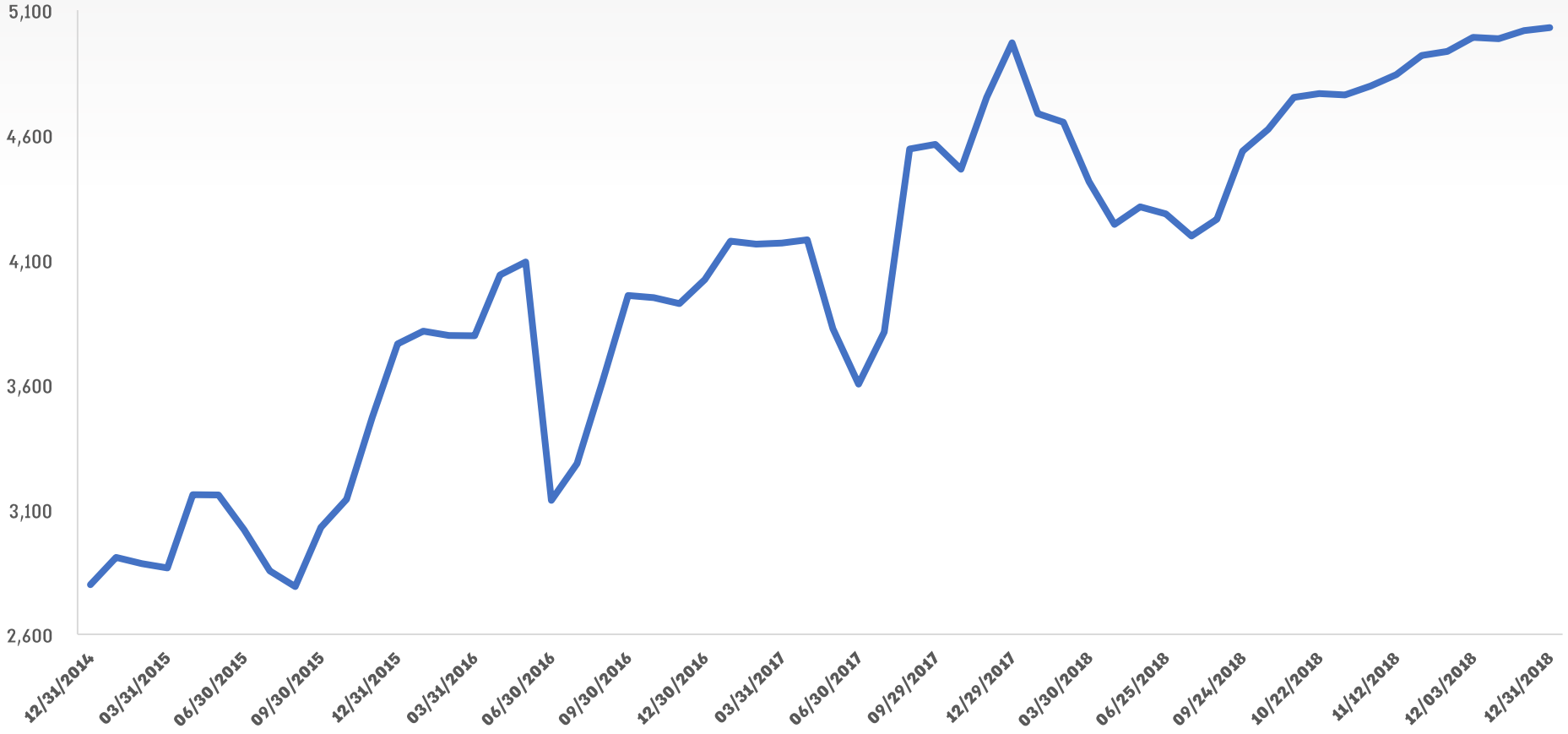
Average market utilization rate of 70-80%



Source: ICL estimates, MarketsandMarkets

Industrial Products Benefitting from Higher Bromine Prices

Strict enforcement of environmental and safety regulations in China, the depletion of Chinese resources and our superior quality enable us to capitalize on our leading market position



Source: Bloomberg

Industrial Products Market Leadership

in Flame Retardants

in Bromine Capacity

in Bromine Compounds Plant

in Bromine Iso-tank Fleet

in Brominated Biocides

in Phosphorus FRs

in Clear Brine Fluids

in Self-extinguishing Hydraulic Fluids

in Solid MgCl

in Magnesia for the Nutraceutical Market



Industrial Products' 4-Pillar Strategy

A WORLD LEADER AND BEYOND

CONCRETING OUR GLOBAL LEADERSHIP OF THE BROMINE MARKET



Value over volume incl. long term strategic agreement with major customers



Increasing demand via new bromine applications



Operational excellence

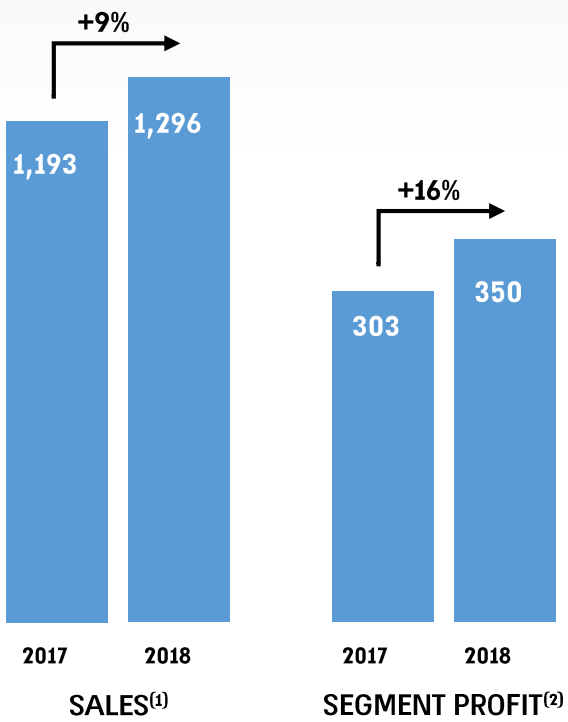


Advocacy & regulation

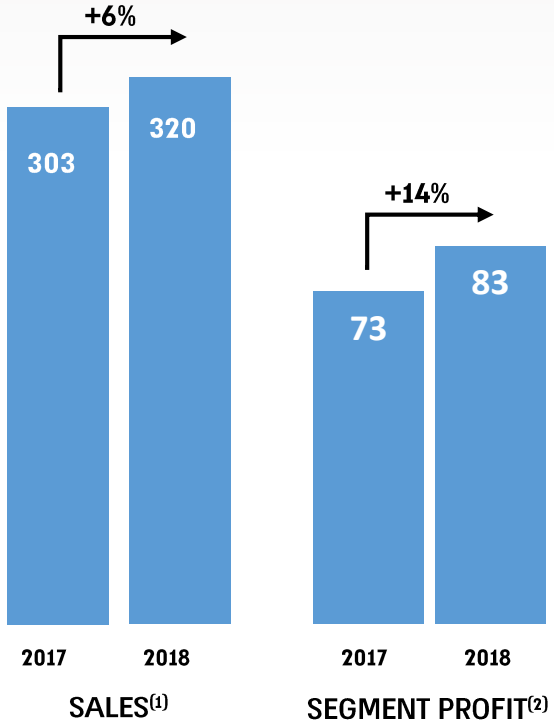
Industrial Products Business Performance

2018 RESULTS

$ millions



Q4 RESULTS

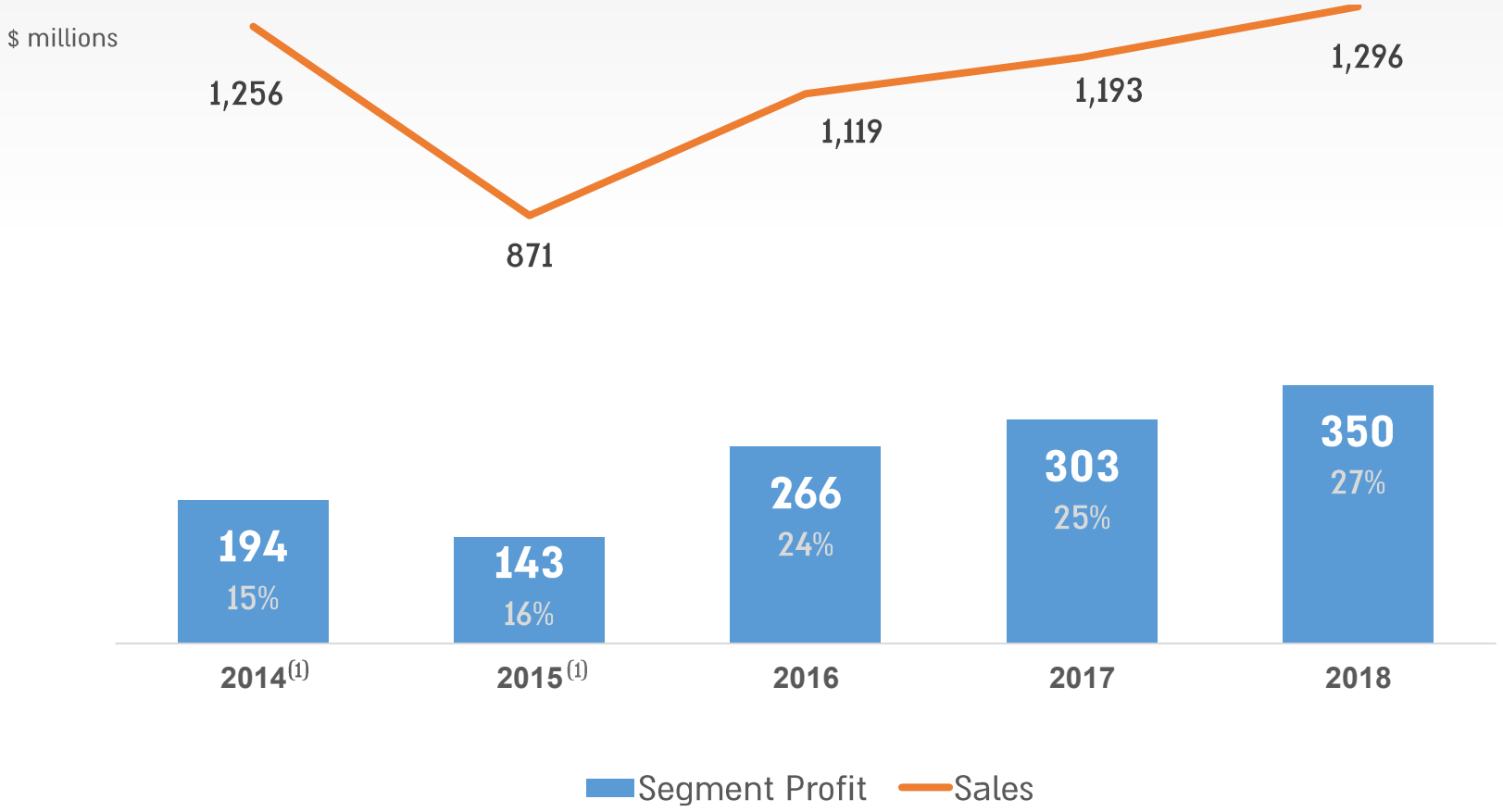


- ✓ **All-time record annual segment profit**
- ✓ **Higher realized prices** across the bromine value chain, as well as higher prices & volume of phosphorous derivatives
- ✓ Higher prices drove **approx. 2% expansion** in quarterly and annual segment profit margins

(1) Including inter-segment sales, (2) excluding G&A, unallocated expenses

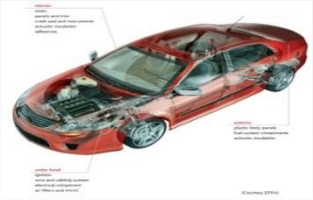
Industrial Products Business Performance

2018 Record Segment Profit of $350 Million



(1) Segment profit may not be consistent with actual published results due to changes in disclosure methods

Major Trends and ICL-IP's Solutions

Trends	ICL's Solutions	
Electric car/ Autonomous car	New generation polymeric FRs	
Renewable energy storage	Electrolytes for Bromine Flow battery	
Clean Air Mercury Emissions Control	MERQUEL®	
Home automation	New generation polymeric FRs	
Water shortage and treatment	New Biocides	

Industrial Products: Our Products are All Around You





THANK YOU

visit us at www.icl-group.com